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ORGANIZATION MANUAL

Functions and organization of the

DEPARTMENT OF PEACE-KEEPING OPERATIONS

SECRETARY-GENERAL'S BULLETIN

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ST/SGB/Organization
Section: DPKO
22 March 1995

SECRETARY-GENERAL'S BULLETIN

To: Members of the staff

Subject: DEPARTMENT OF PEACE-KEEPING OPERATIONS

1. The present bulletin describes the current functions and organization of the Department of Peace-keeping Operations.

2. Documents ST/SGB/Organization, section D/Rev.1, of September 1976, which described the organization and functions of the Office of the Under-Secretaries-General for Special Political Affairs, and ST/SGB/Organization, section DAM/FOD, of 3 December 1992, which described the organization and functions of the Field Operations Division, are hereby superseded.

Boutros BOUTROS-GHALI
Secretary-General

DEPARTMENT OF PEACE-KEEPING OPERATIONS

Overview

In the context of the overall restructuring of the Secretariat, the Department of Peace-keeping Operations was created in 1992, replacing the Office for Special Political Affairs. In view of the close linkages between the Department and the Field Operations Division, the latter was incorporated into the Department in 1993 and renamed Field Administration and Logistics Division.

The Department is responsible for the planning, preparation, conduct and direction of all United Nations field operations, in particular peace-keeping operations, and assists in the provision of substantive services to the Security Council and the General Assembly; it provides secretariat services to the Special Committee on Peace-keeping Operations.

Mandate

The legislative authority for this programme of activity derives from resolutions and decisions of the Security Council and the General Assembly. The objective of the programme is the maintenance or restoration of international peace and security.

The Department serves as the operational arm of the Secretary-General for all United Nations field operations, in particular, the management and direction of peace-keeping operations. It formulates policies and procedures, based on Security Council decisions, for the establishment of new peace-keeping operations and the effective functioning of the ongoing operations; secures, through negotiations with Governments, military units and equipment as well as other military, police and civilian personnel required for peace-keeping operations; develops operational plans and methodologies for multidimensional operations, including election-monitoring; undertakes contingency planning for possible new peace-keeping operations and related activities; proposes resource requirements for these operations to the Controller for preparation and submission of budgets to the legislative bodies for approval; monitors and controls regular budget and extrabudgetary funds related to peace-keeping activities; provides logistic and administrative support for the operations in the field; maintains contacts with the parties to the conflicts and the members of the Security Council concerning the effective implementation of the Security Council's decisions; liaises with Member States, United Nations agencies and non-governmental organizations and coordinates with other entities their participation in peace-keeping operations and special missions; prepares the Secretary-General's reports to the Security Council and the General Assembly on individual peace-keeping operations and on questions of peace-keeping in general; provides

substantive and secretariat services to the Special Committee on Peace-keeping Operations; and prepares training guidelines and principles for Member States.

Organizational elements and their functions

UNDER-SECRETARY-GENERAL

Performs the functions of a head of office as described in the introductory section of the *Manual* and, in addition, performs the following functions:

Directs and controls, on behalf of the Secretary-General, United Nations peace-keeping operations;

Formulates policies for peace-keeping operations and operational guidelines based on Security Council mandates;

Prepares Secretary-General's reports to the Security Council on each peace-keeping operation, with appropriate observations and recommendations;

Advises the Secretary-General on all matters related to the planning, establishment and conduct of United Nations peace-keeping missions;

Represents the Department in the meetings of the Secretary-General's Task Force on United Nations Operations;

Ensures coordination of electoral assistance projects;

Acts as a focal point between the Secretariat and Member States seeking information on all matters related to the operational and administrative aspects of peace-keeping operations.

A. Office of the Under-Secretary-General

The functions of this Office are described in the introductory section of the *Manual*. Furthermore, the Office:

Constitutes overall authority for all policies and decisions relating to the establishment and conduct of peace-keeping operations;

Acts as a focal point for contacts between the Secretariat and Member States, providing information on all aspects of peace-keeping operations;

Oversees the activities of the Policy and Analysis Unit, the Situation Centre 1/ and the Executive Office.

B. Military Adviser

Advises the Secretary-General, through the Under-Secretary-General for Peace-keeping Operations, on the military implications of United Nations resolutions, plans and proposals for operations in the field and advises Force Commanders on the implementation of those plans and proposals;

Provides guidance and supervision on military matters to all the military officers of the Department;

Acts as the head of the Planning Division.

C. Policy and Analysis Unit

Acts as a think-tank to provide in-depth research and analyses of emergent policy questions relevant to the areas of responsibility of the Department;

Assists the Under-Secretary-General in the formulation of policies and procedures, as well as in the development of peace-keeping doctrine;

Liaises with all components of the Department in order to coordinate inputs in the development of policies and procedures;

Gathers information on relevant activities undertaken by intergovernmental, regional or non-governmental organizations as well as research institutions;

Analyses and assesses operations and evaluates the results achieved and lessons learned from them;

Prepares reports and studies on issues related to peace-keeping operations as required;

Services the Special Committee on Peace-keeping Operations, that is, prepares pre-session documentation and provides technical and substantive servicing when the Committee is in session;

Provides related services during the sessions of the Special Political and Decolonization Committee (Fourth Committee) of the General Assembly as well as for various other ad hoc intergovernmental committees on issues relating to peace-keeping.

D. Situation Centre 1/

Maintains round-the-clock communications with the field, follows up on events, and collates and disseminates incoming information to those concerned;

Provides daily briefings, analyses of events and statistics on peace-keeping missions;

Follows up on events to amplify and accelerate, in close cooperation with the Office of Operations and with the Office of the Security Coordinator, the information flow from the field;

Provides constant situation displays and monitoring facilities as well as databases, area maps and other reference materials;

Provides information on special situations or topics to the Department and, as required, to the Department of Humanitarian Affairs, the Department of Political Affairs and the Department of Administration and Management;

Serves as a focal point for Member States seeking information on all aspects of peace-keeping matters;

Undertakes urgent action during silent hours with due regard for established procedures.

E. Executive Office

Carries out the standard functions of an executive office as described in the introductory section of the *Manual*;

Administers the Trust Fund for Electoral Assistance.

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1. OFFICE OF OPERATIONS

This Office is headed by an Assistant Secretary-General whose general duties and responsibilities are described in the introductory section of the *Manual*.

The main responsibilities of the Office of Operations are as follows:

Is responsible for the day-to-day executive direction of peace-keeping operations and other field missions;

Maintains regular contact with field missions and provides timely direction and guidance on policy issues;

Liaises and coordinates with other departments, especially the Department of Political Affairs and the Department of Humanitarian Affairs, to ensure that guidance to the field is coherent and consistent with established policy and practice;

Maintains contact with the parties to a conflict, with the members of the Security Council, with countries contributing personnel to an operation and with other interested States on matters relating to the efficient discharge of its mandate;

Prepares, in coordination with the Department of Humanitarian Affairs and the Department of Political Affairs, reports of the Secretary-General on peace-keeping operations for the Security Council;

Ensures the efficient implementation and coordination of electoral assistance projects.

The Office comprises four divisions, namely the Africa Division, the Asia and Middle East Division, the Europe and Latin America Division and the Electoral Assistance Division.

(a) Africa Division
(b) Asia and Middle East Division
(c) Europe and Latin America Division

The above-mentioned divisions are organized along regional lines and perform the functions listed under the Office of Operations. Within each Division, responsibility for a peace-keeping operation is assigned to a "desk", comprising one or more political affairs officers, supported by one or more military officers;

(d) Electoral Assistance Division

Advises and assists the Under-Secretary-General, as the focal point for electoral assistance, in handling requests of Member States organizing elections.

2. OFFICE OF PLANNING AND SUPPORT

This Office is headed by an Assistant Secretary-General, whose general duties and responsibilities are described in the introductory section of the *Manual*.

The main functions of the Office of Planning and Support are as follows:

Provides for the overall coordination of all administrative and logistics support activities for field missions, including staffing, finance, logistics and procurement;

Is responsible for the overall planning and coordination of field missions' civilian police, demining and training activities;

Ensures the development and implementation of policies and procedures concerning peace-keeping operations and other field missions;

Initiates, in close cooperation with relevant units of the Office of Operations, initial needs-assessment or fact-finding missions;

Liaises and conducts negotiations with Member States and other organizations regarding contributions to peace-keeping operations and standby arrangements;

Ensures the promulgation of field missions' administrative and financial policies and regulations within the context of United Nations financial and personnel regulations and rules and administrative procedures.

The Office consists of two divisions, namely the Planning Division and the Field Administration and Logistics Division.

(a) Planning Division

Prepares comprehensive operational plans and timetables for new and ongoing peace-keeping operations and other field missions and proposes revisions and modifications of plans as required;

Determines, in cooperation with other units of the Department and, as necessary, with other entities of the United Nations system, the detailed requirements of new peace-keeping operations and other field missions, and examines the implications of changes in the mandates of existing operations in terms of personnel, equipment and cost;

Elaborates and maintains standby arrangements with Governments for the supply of troops, personnel, equipment, financial resources and other services;

Develops guidelines and maintains contact with Governments regarding civilian police serving in field missions;

Coordinates demining activities;

Serves as a focal point for the exchange of information on training for peace-keeping operations and coordinates training activities.

The Division consists of four organizational entities, namely the Mission Planning Service, the Civilian Police Unit, the Demining Unit, and the Training Unit;

(i) Mission Planning Service

Prepares guidelines (both generic and mission-specific) and procedures according to which the integrated planning for future missions is to be conducted, including directives for inter- and intradepartmental coordination and resource requirements;

Prepares comprehensive operational plans for new peace-keeping operations and other field missions and, as required, revises and modifies plans for current operations and ensures effective implementation;

Prepares the detailed requirements of new peace-keeping operations encompassing timetables, troop contributions, civilian police, personnel and logistics in close cooperation with the Field Administrative and Logistic Division;

Follows up on standby arrangements with Governments for the supply of troops, personnel, equipment, financial resources and other services;

Analyses operations in progress and completed for lessons learned to assist the Policy and Analysis Unit in the evaluation of results achieved and in the formulation of peace-keeping doctrine;

Maintains an up-to-date database on operations in progress and completed missions, encompassing data on mission conduct, deployment, preparation, finance, personnel, logistics and political developments for all future planning and/or revision of guidelines and procedures;

Develops and maintains an organizational policy for field missions;

(ii) Civilian Police Unit

Provides advice and develops guidelines for the employment, conditions of service, training and administration of civilian police in peace-keeping operations; follows up with permanent missions on agreements with Governments concerning the provision of police for service with the United Nations;

Advises appropriate officers of the Department and field missions on operational police matters;

(iii) Demining Unit

Advises on and plans mine-clearing activities carried out under United Nations auspices; maintains contact with Governments and organizations that participate in these activities or contribute to them;

(iv) Training Unit

Prepares training guidelines, manuals and other relevant training material, in order to assist Member States in preparing their civilian, police and military personnel for peace-keeping operations in a standardized and cost-effective manner;

Encourages Member States to share information and experience on peace-keeping training with the United Nations;

Provides proposals for training of staff participating in peace-keeping operations and assists in the creation of a pool of trained personnel

thoroughly familiar with United Nations rules, regulations and system of operations;

Promotes the training of individuals and units, both civilian and military, engaged in United Nations peace-keeping operations;

(b) Field Administration and Logistics Division

Provides administrative and logistic support to the Organization's peace-keeping and other field missions. In so doing, it supports the substantive activities of the Department of Peace-keeping Operations. It also provides logistic and administrative support to missions undertaken by the Department of Political Affairs, the Department of Humanitarian Affairs and other departments and offices as required (henceforth referred to as "substantive departments");

Identifies, in cooperation with the Mission Planning Service, administrative and logistics requirements of field missions, including administrative support, staffing tables, accommodation, transport, communications, equipment and supplies;

Provides guidance to the chief administrative officers of field missions concerning administrative and logistic policies and procedures, in particular on personnel, finance, communications and procurement matters.

The Division comprises three Services: the Finance Management and Support Service, the Logistics and Communications Service and the Personnel Management and Support Service;

(i) Finance Management Support Service

Provides financial management and support services for field missions from start-up through closure;

Coordinates, prepares and submits to the Controller proposals for resource requirements of field missions for review, finalization and submission to legislative organs;

Reviews and analyses field requirements with a view to ensuring their reasonableness and timely submission to the Controller;

Provides support to substantive departments and field missions to ensure effective resource management and control and provides day-to-day guidance on the application of Financial Regulations and Rules;

Reviews, verifies and certifies claims from Governments for supplies and services, death and disability, as well as for the reimbursement for use of contingent-owned equipment;

Administers financial arrangements in consultation with field missions and Headquarters operational units, including certification of payments for:

- Global vehicle insurance arrangements in conjunction with the Insurance Unit;
- Commercial satellite communications;
- Freight forwarding charges;
- Aircraft operations; and
- Other commercial services;

Administers financial liquidation of existing missions as it pertains to the disposal of equipment, supplies and other assets;

Provides to the Controller reports reflecting overall financial performance, including the financial liquidation of missions and proposals for the redistribution of assets;

Serves as focal point in the Department for compliance with internal control procedures as well as for audit matters relating to field missions;

Makes recommendations for improvements to existing management systems procedures;

Requests revisions to the current financial policy and procedures from the Controller or the Office of Financial Management in the light of their application in field missions;

Provides direct support to the field through the temporary assignment of Finance Officers who act as troubleshooters/advisers, such arrangements being carried out in consultation with the Office of Programme Planning, Budget and Accounts;

(ii) Logistics and Communications Service

In coordination with the Mission Planning Service, develops plans for logistic support for field missions; specifies equipment, supplies and services; assists in determining financial implications;

Produces instructions to carry out those plans and monitors their implementation;

Participates in technical survey teams;

Gathers relevant data to develop logistic support plans for new or expanded missions;

Reassesses periodically the logistics support concepts of field missions and reviews the efficiency of supply arrangements and effectiveness of services provided to the field;

Determines mission start-up requirements and, on the basis of contingency planning activities, assembles, maintains and arranges the deployment of missions' equipment and supplies to permit the rapid initial deployment of key mission elements;

Prepares detailed generic technical and contractual specifications and proposals for the supply of required goods and services;

Determines the method of supply and ensures that the requirements identified are met by raising requisitions for commercial procurement action through the Procurement and Transportation Service or through the issuance of letters of assist for direct supply by Member States;

Determines the need for construction projects, including accommodation facilities, roads and bridges, and renovation and development of military and civilian living and office sites and sanitation facilities in field missions;

Evaluates bids and proposals based on technical criteria, timeliness of delivery and other relevant logistic support aspects;

Manages technical aspects of contracts by establishing appropriate procedures, monitoring the compliance with the terms and conditions of contracts and recommending payment for services received;

Provides technical advice to field missions;

Conducts product research on commonly requisitioned items and market research for logistics supply services;

Manages field mission properties and stock holdings;

Maintains updated records for all field missions;

Monitors expenditures by object of expenditure and their timetable and recommends transfer of allotted funds to the Finance Management Support Service as required to meet priority support demands;

Prepares property survey cases, reviews cases submitted by field missions and submits cases that are supported by the Service to the Headquarters Property Survey Board for consideration and subsequent approval by the Controller;

Determines the need for computer hardware and software and arranges for its supply;

Designs power supply systems, field communications and international systems, making use of satellites, electronic data-processing, radio communications and encryption equipment;

Prepares specifications and evaluates bids and supervises their installation;

Manages movement of contingent personnel and equipment for deployment, rotations and redeployment to field missions;

Prepares specifications for the acquisition of equipment and maintenance of ground and air transport facilities and safety standards;

Investigates and follows up on aircraft accidents and ensures compliance of civilian aircraft operations within United Nations standards;

Assists in the elaboration of guidelines concerning the disposition of United Nations equipment upon the termination of a peace-keeping operation or other field mission and manages their implementation;

(iii) Personnel Management and Support Service

Determines staffing requirements for the civilian component of field missions within the framework of established operational plans;

Administers the Staff Regulations and Rules for field staff and consultants under delegated authority and ensures consistency in the application of personnel policies and practices in the field;

Monitors the various authorities delegated to the field;

Implements and follows up decisions made regarding assignments, separations, promotions, benefits and disciplinary measures of staff in the field;

Serves as the parent department for staff in the Field Service category;

Advises on the selection of senior staff for field assignments;

Identifies personnel resources, including through contractual arrangements;

Makes recommendations to the Office of Human Resources Management on the appointment or assignment of staff to missions and makes arrangements for their briefing, medical clearance and travel;

Evaluates candidates for inclusion on rosters;

Reviews staffing levels in field missions;

Proposes modifications in the categories and numbers of staff as required;

Arranges for travel of military observers, police monitors and Government-provided personnel to the missions in liaison with the permanent missions to the United Nations concerned;

Handles all administrative issues related to their assignment;

Reviews the administrative aspects of the notes for guidance of military observers, civilian police, electoral observers and other Government-provided staff;

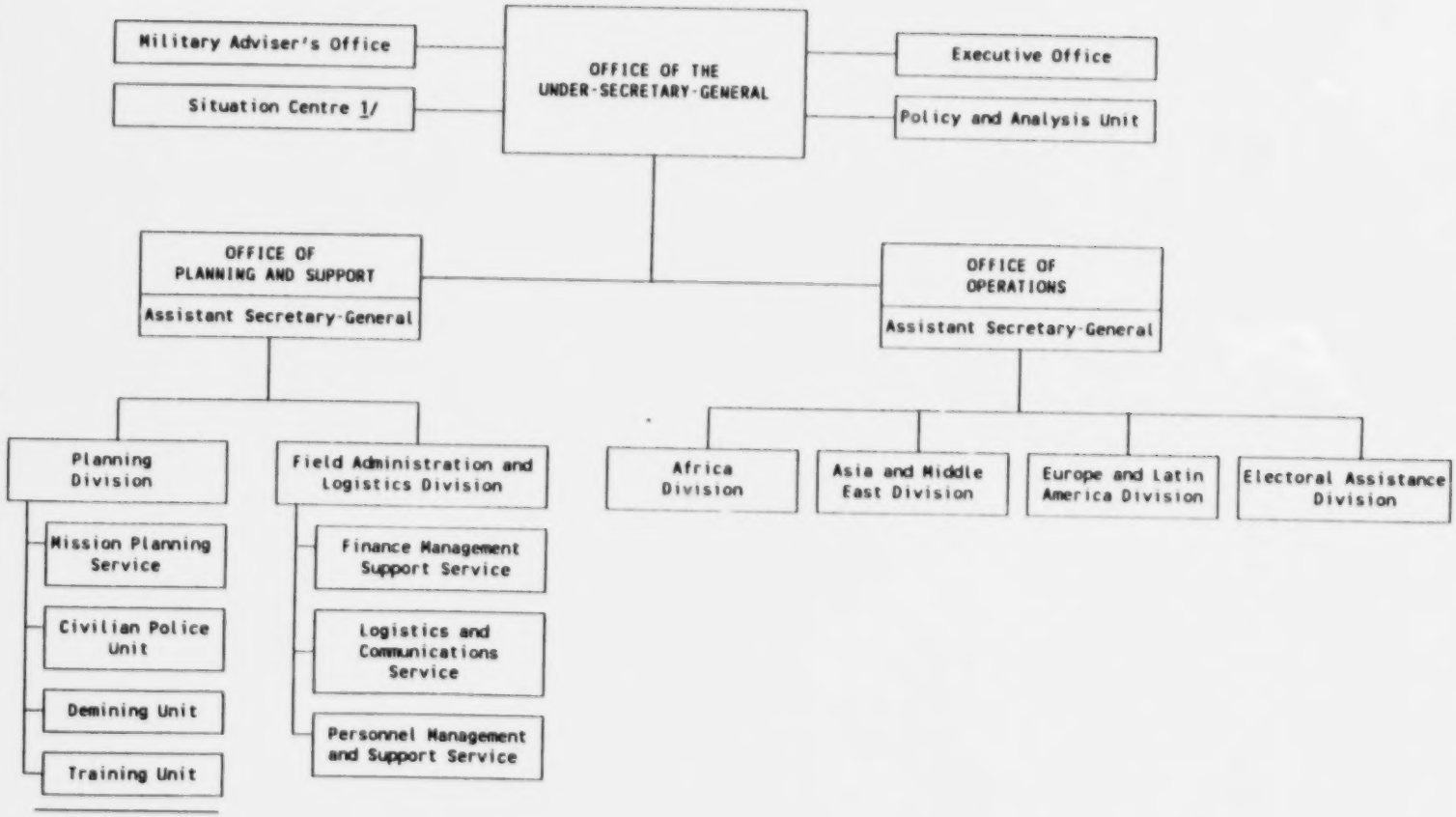
Maintains records of field staff and consultants, controls staffing tables and prepares the analytical material necessary to manage staff resources;

Formulates guidelines for the utilization of United Nations Volunteers and contractual personnel; and proposes revisions to personnel policy instruments in the light of their applications in field missions.

Notes

1/ The designation "Centre" as used here is not derived from official organizational nomenclature standards (see General Assembly resolution 32/204; see also A/C.5/33/6).

ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT OF PEACE-KEEPING OPERATIONS



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